

Performance Assessment Report



October , 1978

First, second and third year
Community Development
Block Grant projects

City Council

Larry Van Nostrand
Mayor

Larry Van Nostran
Mayor

G.C. (Dee) DeBaun
Vice Mayor

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Council Member

Jacqueline Rynerson
Council Member

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Performance Assessment Report

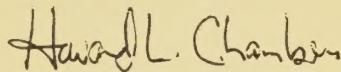
Honorable Mayor and Members of the Lakewood City Council:

The presentation of this Performance Assessment Report is the culmination of many months of hard work and many hours of careful deliberation on the part of the Lakewood Housing and Community Development Advisory Committee. Though the report is primarily a summary of the committee's judgements on the City's Community Development Block Grant activity, it also draws from the Lakewood community as a whole for its conclusions.

The members of the advisory committee are to be commended for their labor and their dedication to the sometimes tedious work of laying the foundation for citizen involvement using Department of Housing and Urban Development guidelines.

It is also important to point out that the committee took on the additional burden of assessing the full three year history of Community Development Block Grant activity in Lakewood. The perspective which this study gave them is reflected in their overall assessment of the CDBG program in Lakewood.

This report is presented to the City Council in the expectation that it will help clarify the broad range of options for community development under

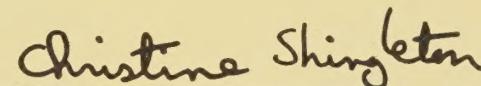


Howard L. Chambers
City Administrator

the Block Grant Program. Because it is an assessment, this report looks to the past. But it also looks to the future to provide a context for the committee's next task — recommending community development projects for the fifth year application.

We believe the sample of Lakewood residents from which the report was drawn is a statistically valid one. However, we encourage the residents of Lakewood to participate in the continuing assessment work of the committee. The committee actively seeks the judgements and suggestions of all those who live in Lakewood, especially from the elderly of our community, the handicapped, and those with low and moderate incomes.

The Lakewood Housing and Community Development Advisory Committee continues the vital spirit of direct citizen involvement with local issues which is the hallmark of our community. On behalf of the committee members and the residents of Lakewood, this performance assessment report is respectfully submitted.



Christine Shingleton
Chairperson, Lakewood Housing
and Community Development
Advisory Committee

Preface

Dear Lakewood Resident:

The history of community development in Lakewood goes back to the beginnings of the City and has been a record of continuous community involvement. This workbook is designed to strengthen and deepen that involvement as the City begins the complex process of applying for its 1979-1980 federal entitlements from the Department of Housing and Urban Development.

Your friends and neighbors directed the preparation of the Performance Assessment Workbook. As members of the Housing and Community Development Advisory Committee, they have given many hours to writing a Citizen Participation Plan and reviewing the performance of the City in its federally funded, community development activities.

The Performance Assessment Workbook is only one element in their Citizen Participation Plan. In keeping with the spirit of resident involvement, the Committee seeks your opinions and judgments about the City's community development efforts. Your responses will be incorporated into the City's performance report which becomes part of the HUD evaluation of the City's projects.

Throughout the twenty-five year history of community development in Lakewood, successive City Councils have tried to bring the most benefit to the greatest number of Lakewood residents. Some of the results of their concern are an efficient water system, one of the finest park and recreation programs in the area, a thorough General Plan, and a model building and zoning code.

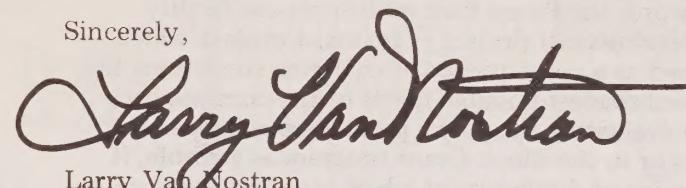
As we move into the next decade of development for Lakewood, new issues and potential solutions must be examined and decided upon. Following the traditions of our City, these decisions will be

made with the assistance and support of a broad spectrum of Lakewood residents. Even more now than in the early history of the City, we need the honest and forthright judgments of Lakewood's homeowners and renters, of our elderly and handicapped, and of our low and moderate income families.

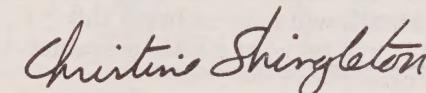
The Performance Assessment Workbook is designed to elicit these judgments. The workbook puts in perspective the long history of the federal government's efforts in community development and of the City's responses to them. The workbook is also a project-by-project guide to the past three years of federally funded community development in Lakewood.

We cordially invite you to look over what we have done in the field of community development. We look forward to learning your views about the future of our community.

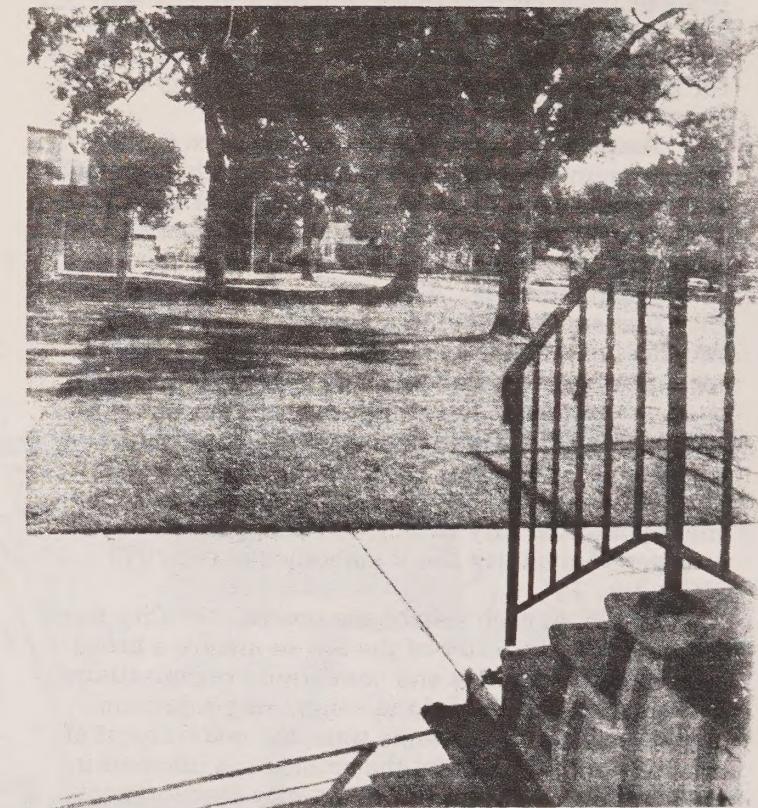
Sincerely,



Larry Van Nostrand
Mayor



Christine Shingleton
Chairperson, Housing and Community
Development Advisory Committee



MICHELSON STREET PARK was developed from an abandoned elementary school site. HCD funds were used to assist in the landscaping of the facility and to provide for an irrigation system.

Introduction

The HCD Advisory Committee Performance Assessment Workbook was prepared by City staff to provide a tool for the performance assessment element of the Lakewood Citizen Participation Plan. The workbook is both a primary evaluative mechanism for the committee members and a starting point for their community-based survey of the City's Block Grant activity.

Assessment of the City's performance in meeting community development objectives, through HCD Block Grant projects, can only be made in the context of the expectations — not always met — which motivated the City initially to apply for the federal entitlement funding. At each step of the process, the City first sought to fill long standing needs in the broadest possible terms for the community. This meant that the City encouraged a flexible approach to urban problem solving and sought to put community planning goals in the perspective of changing conditions. By resisting the temptation to permanently freeze both near term and long term development goals, the City anticipated the greater freedom to meet community needs embodied in the 1977 HCD Act.

Again, at each step of the process, the City went well beyond the letter of the law to involve a broad spectrum of residents and community organizations in the determination of the community's developmental needs. At the same time, the involvement effort was complicated by the ambiguities inherent in the original Housing and Community Development Act and the expanded scope of citizen participation mandated in the 1977 Act.

The City's experience with grant programs in support of community development needs has taught us a number of valuable lessons. Primary among these is the need for flexibility and responsiveness in the face of changing local and national conditions. A good case in point is the City's experience with the evolution of the Palms Park recreation facility.

The City's first year grant application identified

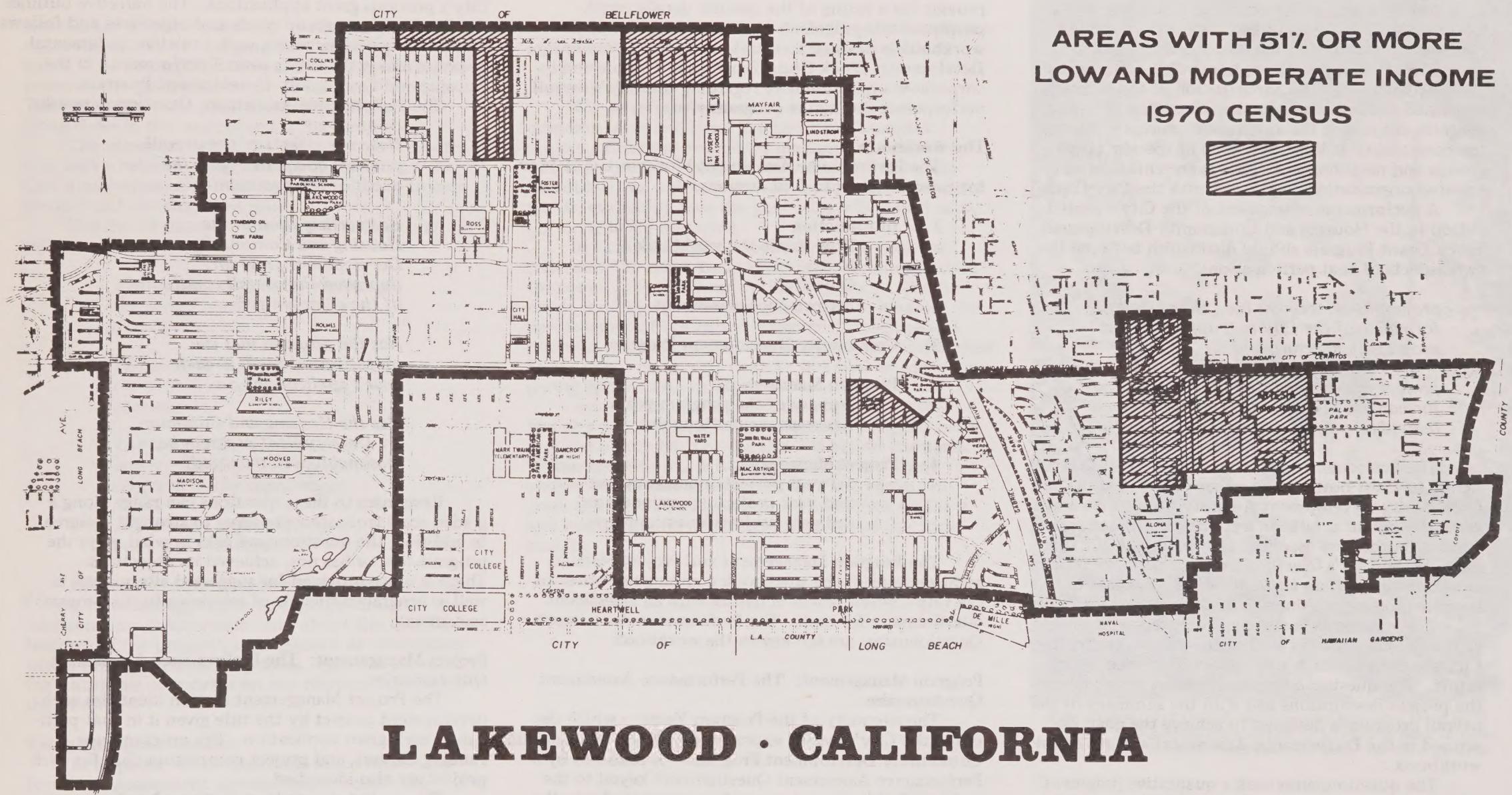
a "Palms Park Multi-Purpose Building" as a desirable project for the second year of the community development funding process. The building was to have an "activity room, restrooms, and kitchen facilities". Changing needs for the site prompted the second year application to include "several separate rooms for office space for social service programs" in the proposed building. By the time of the third year application, the City had successfully begun negotiations with a private foundation for funds which would permit the construction of a new library in conjunction with the recreation facility. In the space of three years, a relatively modest development project had become a much more extensive — and more socially beneficial — community resource.

Work has begun on the Palms Park library and recreation facility, using a mix of third year HCD funds and private monies to provide an architecturally pleasing building with sufficient parking and security lighting for its future patrons. In the fullest sense of the word, the Palms Park multi-purpose facility was a *development* project — that is, a project which developed as a consequence of changing conditions to meet the broadest possible needs of the community.

In evaluating the City's performance in specific projects or in the Block Grant program as a whole, it is this sense of development which will best measure what we have achieved. We hope that the Performance Assessment Workbook will help to bring this process alive and that it will be your guide to evaluating the work we have done.

Howard L. Chambers

City Administrator
City of Lakewood



AREAS WITH 51% OR MORE LOW AND MODERATE INCOME 1970 CENSUS



LAKWOOD • CALIFORNIA

How to use the workbook

The first step in the continuing Housing and Community Development Block Grant process is a community-based assessment of the City's performance during the previous program years. This assessment actively seeks the participation of those groups identified in the Citizen Participation Plan as having a significant role in the application process — namely, the community at large, residents of specific target groups and neighborhoods, and representatives of interested organizations registered with the City Clerk.

A performance assessment of the City's participation in the Housing and Community Development Block Grant Program should distinguish between the two aspects of that participation:

program management (i.e., the overall performance of the City as it applies to the program in general), and

project management (i.e., the specific performance of the City as it applies to each individual project within the program).

The Performance Assessment Workbook is designed to assist both the members of the Housing and Community Development Advisory Committee and, later, the public at large in a community-based assessment of both these aspects. The workbook is a summary of the City's overall experience with the Block Grant process and an account of the outcomes of the specific projects within each of the program years.

The workbook is also a primary assessment device, one that provides for judgments concerning the City's achievements in its community development effort. The questionnaire incorporated with each of the project descriptions and with the summary of the overall program is designed to achieve the goals described in the Performance Assessment section of the workbook.

The questionnaires seek a qualitative judgment of the City's performance within each project and

provide for a listing of the specific details which prompted this judgment. A separate section of the workbook is devoted to the Housing and Community Development Block Grant Program as a whole and incorporates a questionnaire regarding the City's overall performance during the program years.

The Workbook

The Performance Assessment Workbook is divided for convenience into four sections:

1. Introduction

How to use the workbook
Needs
Objectives
Performance assessment

2. Community Development Program

3. Program Management

Summary of the program years
Assessment questionnaire

4. Project Management

1st year projects/questionnaires
2nd year projects/questionnaires
3rd year projects/questionnaires

The Program Management and Project Management sections of the workbook combine narratives of the City's development activities with an assessment questionnaire for each. The Performance Assessment Questionnaires are the key to the workbook.

Program Management: The Performance Assessment Questionnaire

The summary of the Program Years — which describes the City's overall experience with the Housing and Community Development Program — is followed by a Performance Assessment Questionnaire keyed to the needs and objectives statements incorporated into the

City's previous grant applications. The narrative outlines the City's statements on needs and objectives and follows them with questions which seek a relative, judgmental response about the City's overall performance in the Housing and Community Development Program.

The Performance Assessment Questionnaire asks:

Have the effects of the overall program adequately met the needs of the community?

Has participation in the Housing and Community Development program improved the overall condition of the community?

Has the program met the objectives set forth in each year's application?

Has the Housing and Community Development program been reasonably well managed?

Responses to these questions can range along a graded scale from strongly agree to strongly disagree. In addition, the questionnaire asks in what ways the program has, or has not, achieved its objectives. There is space provided for suggested alternatives as well as general comments of relevance to the program's assessment.

Project Management: The Performance Assessment Questionnaire

The Project Management section identifies each development project by the title given it in that particular year's grant application. The program year, funding request, and project completion date for each project are also identified.

The project description portion of each narrative

sets out the objectives for that particular project and notes the effects of changing conditions on its outcome. The description compares the project as proposed in the grant application to its actual outcome. The description also identifies the significant milestone dates in the completion of the project.

The questions which follow the project description seek a relative, judgmental response about the City's performance in initiating and bringing to completion each development project.

The Performance Assessment Questionnaire asks if:

The project adequately reflected the actual needs of the community.

The project has clearly improved the overall condition of the community.

The project has met the community development objectives set forth in the application.

The project appears to have been well managed.

Responses to these statements can range along a scale from strongly agree to strongly disagree. In addition, the questionnaire asks about the specific features of the project's management or conception which prompted these responses. Space is provided for additional comments on any relevant aspects of the project.

Using The Questionnaire

In response to the questions asked on the Performance Assessment Questionnaires, circle the number which best identifies your degree of agreement or disagreement with the question.

If you strongly agree, circle 1. If you strongly disagree, circle 5. If your opinion is neutral, circle 3.

Assessment Ideals

The process of evaluation is the application of common sense and good judgment to a complex subject. Effective evaluation measures the degree to which programs or projects have achieved the goals and objectives which have been set for them. In other words, evaluation uses the yard stick which best suits the thing being measured.

In each year's grant application, the City has reiterated the same, basic needs and overall objectives for community development in Lakewood. These needs and objectives are the yard stick to measure the performance of the entire community development program and each of the individual projects undertaken by it. Other criteria do not fit. It would be like comparing apples with oranges.

Assessment of the City's participation in the Housing and Community Development Program must proceed on the basis of the terms it has set for itself. Within those terms, it is appropriate to ask if any project or portion of a project, or if the entire program as a whole has achieved the objectives set for it and had a material impact on the needs of the community.



THE COMMUNITY GARDENS project benefited from HCD support. The gardens are available on a reserved basis to Lakewood residents who are provided free water for their gardens.

Needs

The need to create and maintain a healthy economic environment.

Since incorporation in 1954, the City of Lakewood has taken pride in the high levels of service it has been able to provide residents. The City has the lowest crime rate for major crimes in the State of California for a city over 50,000 in population. Lakewood has received constant recognition for the quality of its parks and recreation programs. These things have been accomplished with one of the lowest city property tax rates in Los Angeles County. If the City is to continue to provide the high levels of service that residents have come to expect, the economic health of the community must be protected by expanding and improving the commercial tax base.

The need to provide balanced recreational programs to serve effectively a population with varied ages, characteristics, needs and interests.

The City of Lakewood is concerned with both present and future recreation needs, and the location, size and adaptability of sites for recreation, parks and open space. The City proposes to provide for recreation land in anticipation of the need, because land has become scarce and more expensive. The City believes that the future needs, wants, and preferences of the community should determine the development of recreation facilities and programs. These preferences will be taken into account in properly evaluating the quantity and type of recreation facilities which will be needed in the future.

The need to improve the environmental quality of Lakewood through the encouragement of beautification, creative design, and increased attention to aesthetic values in both the public and private sectors.

As the City of Lakewood grows in population and becomes more densely urbanized, the task of

providing a satisfying and stimulating living environment clearly becomes a greater challenge. Beautification is recognized as a necessity, not a luxury. The landscaping of highway medians, power line rights-of-way, storm drain rights-of-way, freeway rights-of-way, water and oil tank storage areas brings large economic consequences in addition to social benefits.

The need to improve the present level of residential development, preserving the predominately single-family character of the community but providing for the controlled development of a variety of housing types to accommodate the various age and income groups which will make up the city's future population.

Housing in the City of Lakewood shows some of the features of a community in transition. Increased construction of multiple family dwellings in a community of mostly single family homes indicates a potential problem of housing supply. The upward spiral of inflation, while increasing property values, will doubtlessly affect the cost of owner financed rehabilitation. Because the majority of homes in Lakewood were built between twenty and thirty years ago, the prospect for gradual blight, intensified by the rising cost of financing, remains an ever present problem.

The need to provide public services and facilities for the entire community, particularly for those with a low or moderate income.

The City has many community facilities and public utility services which are managed by public, quasi-public, and private agencies for the benefit of the citizens of Lakewood. The majority of these services are necessary to the function of the City, while others are desirable to the extent that they contribute to the health, cultural and educational well-being of the residents of Lakewood. The need for new or improved services and facilities will vary with the future

physical growth of the urban area of the City; the increase in population density; new technological advancement; changes in demographic characteristics; and the age and obsolescence of present facilities.



YOUNG AND OLD enjoy the Lakewood Community Gardens. The garden project contains over 70 plots.

Objectives

1 The citizens of Lakewood should have all the privileges as described in the General Plan program officially adopted by the City Council and the Planning and Environment Commission. All property owners in the City of Lakewood must be protected from the improper use of surrounding lands, while permitting them to achieve the full potential from the use of their own property.

2 A proper balance of land ownership should be maintained, specifically with respect to publicly owned land for schools, parks, right-of-way, etc. Maximum use should be made of this land, consistent with the City's limited possibilities for expansion.

3 Provide decent housing and a suitable environment reflecting a reasonable standard of living which is available to a wide spectrum of income groups and with a broad selection of housing types in a variety of sizes that will meet the needs of the residents of Lakewood.

4 Seek to provide the residents of Lakewood with land for broad-based recreational purposes and other uses that may be needed in the future.

ECONOMIC DEVELOPMENT OBJECTIVES

5 Stimulate private enterprise to effectuate development in the City of Lakewood.

6 Selected industries and business establishments should be encouraged to expand and locate in Lakewood so as to generate needed jobs to provide full employment for Lakewood's present and potential residents.

7 Lakewood shopping areas should be encouraged to continue their strong and balanced retail trade activities to supply all Lakewood residents with needed goods and services; as well as maintain accessibility,

convenience, ease of parking, and a pleasing shopping environment. They should be encouraged to continue to strengthen the City's economy and tax base.

8 Stimulate a healthy economy that will encourage individual ownership of small business and industrial establishments. Encourage capital growth and the improvement of the quality of goods and services in Lakewood under a competitive system for the benefit of the residents.

9 Devise means by which the City of Lakewood can accommodate its portion of the population growth of Southern California. The City must consider the possibilities for transition to higher density uses and multi-residential units in selected areas.

10 Structure programs to attract more commercial establishments and industrial firms to locate in Lakewood's vacant land designated for that purpose. Seek to attract high-rise office building to areas adjacent to the shopping center to strengthen the tax base, increase employment opportunities, and add new urban dimensionality to the City's core.

COMMUNITY SERVICES AND FACILITIES OBJECTIVES

11 The private investment decisions should be accompanied with the highest quality and most efficient of governmental services at all levels — state, county and city. City facilities such as libraries, fire protection, street lighting, water systems, sewers, street and sidewalk repair and neighborhood centers are community services needed to support capital improvements, serve the people and stimulate economic growth.

12 The City of Lakewood must seek to improve on its system of traffic circulation and transportation for the movement of goods and people. Proper attention should be given to special problem areas such as egress

and ingress to shopping areas. The systems should achieve an efficient urban traffic pattern with an effective pedestrian vehicular relationship. It should provide an efficient linkage between the freeway network with a minimum adverse effect on adjacent residential areas and cross-town arteries to allow the optimum utilization of city streets.

13 The relationship of the City of Lakewood to regional transportation options should be identified, seeking to provide residents of Lakewood ease of access and maximum utilization of airports, mass rapid transit, freeways, and other means of transportation.

14 The City's administrative structure must be able to relate to metropolitan problems as well as local affairs. Citizen involvement must continue to be increased so that city government can maintain its ability to respond and serve the people in the community. A policy planning management capacity must be developed so that the City of Lakewood may more rationally and effectively (a) determine its community development needs, (b) set long-term goals and short-term objectives, (c) devise programs and activities to meet these goals and objectives, (d) evaluate the progress of such programs in accomplishing these goals and objectives, and (e) carry out the management, coordination, and monitoring of activities necessary for effective planning implementation.

15 All citizens should be provided with access to new and improved community facilities, such as parks, all purpose buildings and neighborhood and senior citizen centers which will provide recreational programs for all age groups in the population.

HUMAN AND SOCIAL OBJECTIVES

16 An effort must be made to improve the quality of life of the lower income groups in the City of Lakewood in order to uphold human dignity and self-re-

spect. The basic elements of shelter, food and clothing must be supplemented with opportunities for training and the improvement of occupational skills. Unskilled citizens must be able to compete for better employment to increase their standard of living.

17 Working relationships among groups of varying cultural backgrounds should be encouraged in order to create understanding, to find new answers for value conflicts, and to develop a healthy urban environment.

18 The City of Lakewood should seek to satisfy the social needs of residents in order to enable them to build a community identity through extensive community-wide programs. Opportunities should be provided for the meaningful use of leisure time through recreational activities with programs tailored to specific interests and abilities.

19 The City must continue to encourage all residents in every way possible to build strong community ties by finding identity with the City; arrest the deterioration and decay of their homes, and provide assistance in home remodeling to improve quality of design and avoid sameness.

AESTHETIC CONSIDERATION OBJECTIVES

20 Aesthetics are an important community development activity closely related to other objectives. A pleasing urban environment which harmoniously and functionally relates the use of individual property to physical improvements should be preserved and planned so that it reflects the needs of the residents.

21 Owners of buildings and developers of physical and land resources should be encouraged to set an example by incorporating an aesthetically pleasing approach in their development plans.

22 A sense of identity and pride in beautifying the City must be a major objective. This objective must be widely promulgated to reach everyone whose individual contribution in the remodeling or visual improvement of his home would be a major factor in a Citywide beautification program.



PALMS PARK MULTIPURPOSE FACILITY is in its first phase of construction. The funding for the combination library and activity building was developed from both federal and private sources.

Performance Assessment

Performance assessment is an integral part of community development planning, decision-making and management. It helps the City Council make informed decisions by communicating to them what goals are most important and which alternatives are closest to community needs.

Assessment, when joined with planning, will set priorities among alternatives and will assist in the allocation of scarce dollar and staff resources.

An efficient assessment process can provide the City Council with information to answer the following questions:

1. *How well* is the overall program being managed?
2. Is the overall program doing *what* it is intended to do?
3. *How well* is each project achieving its objectives?
4. *What effect* does each project have (i.e., what difference did it make)?

I. The 1978 Community Development guidelines provide:

Citizens and citizen organizations shall be given the opportunity to assess and submit comments on all aspects of the applicant's community development performance, including the performance of the applicant's grantees and contractors. They shall also be given the opportunity to assess projects and activities to determine whether objectives are achieved. The methods by which such opportunities shall be made available shall be indicated in the citizen participation plan. The applicant shall include in its annual performance report: (i) Copies of comments submitted by citizens regarding the applicant's community development performance; (ii) the applicant's assessment of such comments; and (iii) a summary of any actions taken in response to the comments received.

II. The City's assessment report:

1. Is part of the annual performance report to

HUD. According to regulations, the performance report will be submitted with the grantee's application, beginning with the grantee's second application.

2. Relates performance of activities to Community Development block grant objectives and City objectives stated in the grantee's previous application.
3. Is an assessment of the effectiveness of activities in meeting objectives.

III. The City's assessment is only one part of the performance report:

The performance report contains six sections:
Progress Report
Assessment Report
Housing Assistance Plan
Environmental Reviews
Citizen Participation Plan
Equal Opportunity Statement

It is important to distinguish between the assessment section and the section called "progress on activities."

The *progress report* is a prescribed form report on the activities undertaken by the grantee during the previous year. It describes "what happened." If the City rehabilitated houses, the progress report would list the number of units rehabilitated.

The *assessment section*, however, makes a judgment about how successful the grantee was in achieving the objectives established in its previous year's application.

This application was a three step process. It described the grantee's community development needs, its objectives, and its activities for the grant year. The assessment section discusses whether the progress on activities led to the achievement of objectives.

We have used housing rehabilitation as an example of an activity description in the progress report. Suppose that this activity is related to the objective of improving the appearance of a neighborhood. The

assessment should answer the question:

Has rehabing X dwelling units resulted in improved neighborhood appearance?

In other words, does progress on an activity mean that an objective was achieved or is closer to being achieved?

By doing its assessment, the city may find that (1) completion of the activity has put the program well on the way toward accomplishing the objectives; (2) the activity was actually inappropriate for accomplishing a particular objective, or (3) some activities are better than others for accomplishing an objective then reallocate resources so that more money is spent on activities which produce the best results.

IV. The Lakewood Citizen Participation Plan provides:

Lakewood residents and citizen organizations will be afforded the opportunity to assess and submit comments on all aspects of the City's community development performance, including the performance of the City's grantees and contractors. They will also be given the opportunity to assess projects and activities to determine whether objectives are achieved.

The Advisory Committee will facilitate assessment by Lakewood residents and organizations through the following means:

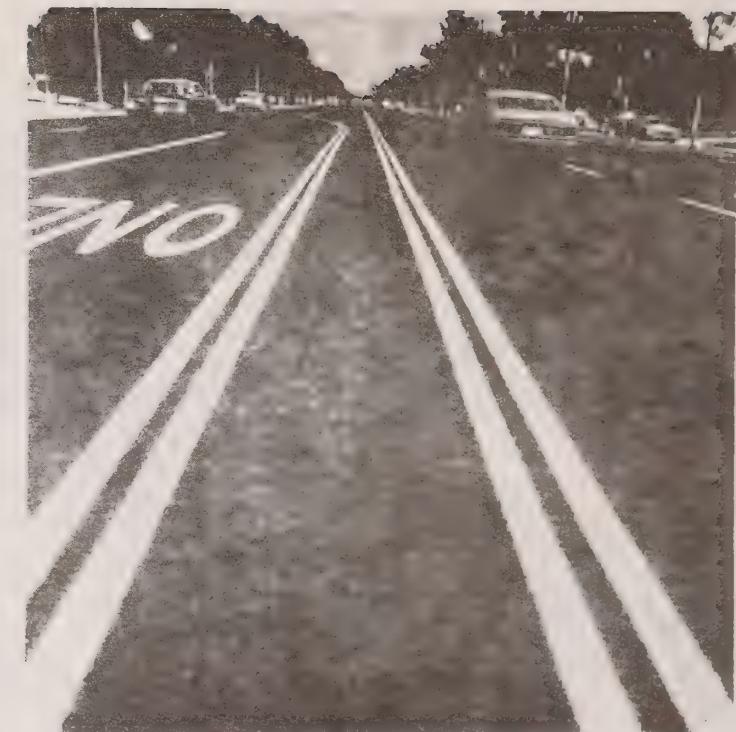
1. Informational presentations will be arranged by staff to the Advisory Committee on all aspects of the City's community development performance. Areas of performance will be prescribed from time to time by the Committee.
2. Informational presentations will be arranged by staff to the Advisory Committee on all block grant related projects and activities so that objectives can be measured.
3. Comments will be provided at least annually by the Advisory Committee to the City Council regarding the City's community development performance and the achieve-

ment of block grant objectives.

4. Residents and registered organizations will be invited to attend sessions of the Advisory Committee when informational presentations are made and comments are solicited.
5. Area meetings will be held by the Advisory Committee at least annually to foster understanding of community development performance and objectives. Comments will be solicited, and staff will respond in writing to all appropriate comments.



BEFORE, the roadway surface had begun to deteriorate as in this, more recent, example.



AFTER, the sealing process renewed the roadway surface.

Community Development Program

A History of Community Involvement

The gradual evolution of the community's participation in community development concerns goes back much further than the Housing and Community Development Acts of 1974 and 1977. Clearly, one of the major impulses behind the City's incorporation in 1954 was the desire of Lakewood's residents to preserve and enhance the homes and public places of their community. The choice for incorporation was a mandate for continued community involvement, both on the municipal and neighborhood level, during the first growth phase of the City.

The interests of community development in the new city of Lakewood were given the force of law by the adoption of a model city zoning ordinance and the structuring of a comprehensive housing and building code. These further confirmed Lakewood as one of the first and most successful post-war "planned communities."

Coincidental with the development of Lakewood as a planned community was an awareness on the part of the federal government that post-war housing needs had grown more acute. This awareness was embodied in the 1949 Housing Act goal — "A decent home and suitable environment for every American family . . ."

During the 1950s and early 1960s, the ideals of "a decent home and suitable environment" were primarily directed toward urban slum clearance and low income housing. However, by 1966, federal requirements for urban renewal had broadened from slum clearance to include non-slum areas and moderate income families. The 1966 Model Cities Act attempted to draw together the fragmentary efforts of the preceding decade by emphasizing a comprehensive and concentrated neighborhood approach to low and moderate income housing and community develop-

ment activity in general.

During this seventeen-year period (1949-1966), Lakewood completed the first growth phase of its development and began the process of consolidating its environmental, recreational and social service resources while continuing the community development ideals of the City's zoning ordinances and building codes. Substantial gains were made — with the assistance of a community tradition of involvement — in providing superior recreational opportunities to the City's residents and in meeting the basic service needs of the community in an efficient and cost effective manner.

In 1968, Congress sought to reaffirm the ideals of the 1949 Act and to streamline the renewal process in order to achieve the goal of eliminating all sub-standard housing by 1978.

In 1971, Lakewood's concern for improved community planning was embodied in the two-year effort which resulted in the Lakewood General Plan. The General Plan was an explicitly community-based effort which sought input from every income and social level within the City. The plan document compiled the results of this research to describe the projected future development of Lakewood.

The significance of the General Plan to community development under the terms of the 1974 and 1977 Housing and Community Development Acts cannot be underestimated. The plan contains the needs and objectives statements which have been incorporated in each year's grant application. The plan defines the economic goals which will play a large part in assuring the future vitality of the City's revenue base. The plan also contains a detailed housing study which, though supplemented by more recent surveys, forms the basis of the City's housing needs assessment.

The intent of the Housing and Community Development Act of 1974 was to insure progress toward the goal of eliminating deficiencies through a direct program of Community Development Block Grants solidly based on local need assessments. The Act's primary objective was the development of "viable urban communities" by providing decent housing, a suitable living environment, and expanding economic opportunities for persons of low and moderate incomes.

The 1974 Block Grant model for community development assistance differed from the urban renewal efforts of the preceding twenty-five years in its flexibility and in its reliance on local determinations of need. The Block Grant process put special emphasis on integrating federally supported projects into a program of community development defined by each municipality or county.

The 1974 Block Grant program had these objectives:

- Eliminating blight and preventing the deterioration of property and community facilities
- Eliminating conditions detrimental to health, safety, and public welfare
- Conserving and expanding the housing stock
- Expanding and improving community services
- More effectively using land and natural resources
- Reducing the isolation of income groups within the community and promoting an increase in the diversity and vitality of neighborhoods
- Restoring and preserving properties of special value.

In response to the neighborhood orientation of the 1974 legislation, the City performed an extensive citizen review process to further refine the community's needs and development goals for its first year grant application. Particular emphasis was put on housing and the identification of census tract areas with significant concentrations of low and moderate income persons and those above age 65.

A Housing Workshop Committee, consisting of thirty community residents, studied the housing needs of the community for more than a year. The committee members reviewed earlier analyses of Lakewood's housing stock and, with the assistance of a private consultant, researched census data on the state of the community's homes.

The Housing Workshop Committee determined that a very small percentage of Lakewood residents lived in housing which could be defined as "sub-standard." A somewhat larger percentage of the housing stock, however, was found to be in need of renovation. Preservation of the pleasant residential character of the City was found to be the City's overall housing need rather than traditional "urban renewal."

The results of the committee's work, along with the recommendations of the consultant and general community input, were incorporated into the Housing Assistance Plan required for the 1974 HCD grant application.

The preparation for the City's second year application was equally as extensive. Also, it was marked by the introduction of a Community Action Committee structure for directing citizen participation in the grant development and assessment process. A similar pattern of community involvement was followed for the preparation of the third year application.

On October 12, 1977, the 1977 Housing and Community Development Act was signed into law. Title 1 of the Act — the Community Development Block Grant program — is substantially the same as the original legislation. It provides for a three year entitlement authorization; it distributes funds through an entitlement formula; it emphasizes the physical renewal of cities; and it seeks to improve the living standards of low and moderate income residents.

The new law, however, created significant modifications in the funding levels available to cities like Lakewood and set out a markedly different structure for achieving the goals of the Act.

The 1977 Act changes the formula for allocating block grant funds so that older, more distressed cities receive the major share of financial assistance. The Act further specified that most block grant funds must be used for projects which have a direct impact on low and moderate income families. In addition, the Act mandated the procedures for citizen participation in developing the grant application.

Under the 1974 Act, the City received grants of \$231,000 for 1975/1976, \$514,000 for 1976/1977, and \$841,000 for 1977/1978. Using the new funding formula, the City's entitlement grant for 1978/1979 decreased to \$836,000. The entitlements for 1979/1980 and 1980/1981 will remain at approximately \$836,000.

All block grant funds must be used for projects or activities benefiting low and moderate income persons. Any other projects or activities are considered exceptions to the general rule, and these exceptions are limited to only twenty-five percent of the City's yearly grant. In order to be considered exceptions, community development activities must aid in the prevention or elimination of slums or blight or meet other development needs having a particular urgency.

Low and moderate income families are those with eighty percent or less of the median family income for Los Angeles County.

Community development activities must be undertaken in areas with a majority of low and moderate income persons unless they are projects which benefit at least fifty-one percent low and moderate income residents. For example, the City's low-interest rehabilitation loan program can be carried out on a City-wide basis under the 1977 act because it is restricted to participation by low and moderate income persons.

The new law adds economic development to the list of eligible activities under the Community Development Block Grant program. Cities may also use the program to fund neighborhood-based organizations, local development corporations and entities organized under the Small Business Investment Act of 1958.

Citizen participation requirements under the 1977 Act are expanded to include the City's assurance that it has completed a written citizen participation plan which includes a program ensuring that citizens have an opportunity to participate in the development of the application by submitting views and proposals. The plan must also provide for a means to distribute adequate citizen information on the program and provide timely responses to the citizen's proposals.

The thirty year history of community development in Lakewood has been a product of the unique character of the community's residents, the gradual social changes within the community, and the impact of federal legislation designed to assist municipalities in achieving their development goals. At each stage in the evolution of the community, Lakewood has been fortunate to have a high degree of citizen participation in determining needs and setting goals. This

participation has resulted in a strong sense of continuity in the City's basic statement of needs. It has reinforced the goals of community life which the founders of Lakewood entrusted to their own local government.



WORKMEN at City Hall remodel the public restrooms for the convenience of the handicapped. Federal guidelines for grant spending put a special emphasis on meeting the needs of the handicapped.



HANDICAPPED ACCESS to Mayfair Pool was made possible through the Block Grant Program. Removing barriers to the handicapped at all City recreation sites has been a continuing effort under the program.

Program Management

Projects	Project Status	Amount	
		Proposed	Expended/ Encumbered ⁽¹⁾
First Year Projects			
1. Community Analysis Program A survey of the housing stock established a baseline on the status of housing. This baseline has been frequently used to identify criteria for additional grant applications.	100% completed	\$ 60,000	\$ 60,000
2. Staffing Direct support for the community involvement aspects of the program were provided by City employees during the first year of the program.	100% completed	10,000	9,195
3. Sidewalk Repair A two-year project which replaced damaged sidewalk sections, principally where tree roots had raised the concrete.	100% completed	75,000	83,069
4. Water Main Analysis and Replacement An engineering firm completed an overall survey of the City's water systems. The project included a computer model of the systems.	100% completed	74,000	72,206
5. Lakewood Elementary School Park An abandoned school site was converted into Michelson Street Park using a mix of revenue sharing funds and Block Grant resources. The Block Grant funds provided irrigation and landscaping.	100% completed	12,000	11,998
Second Year Projects			
6. Sidewalk Repair The end of the two-year project which replaced damaged sidewalk sections.	100% completed	133,750	142,503
7. Mayfair Park Pool Renovation The pool deck and water heating and purification systems were replaced. The pool was resurfaced and handicapped ramps and railings were installed. Revenue sharing funds were also used for this project.	100% completed	133,750	153,000
8. Rehabilitation Loan Program A continuing program which initiated the development of a housing rehabilitation loan program. Under the guidance of a housing specialist, funding from the federal "312" loan program was sought. When this did not prove feasible, a "local loan" program using Block Grant funds was developed to augment the "312" program.	Project continuing	75,000	-0-
9. Program Administration Administrative costs cover a number of necessary expenses including printing, legal services placing notices, preparing Environmental Impact Reports and the like.	Continuing	28,000	28,500
Third Year Projects			
10. Rehabilitation Loan Program The next phase of the continuing program experienced technical difficulties in processing "local loan" applications. While a long waiting list of residents eligible for loans has developed, few loans have been fully processed.	Project continuing	125,000	6,334
11. Street Resurfacing and Reconstruction New street surfaces were laid down at various locations within the City.	100% completed	133,750	114,489

Projects	Project Status	Amount	
		Proposed	Expended/ Encumbered ⁽¹⁾
12. Community Gardens Block Grant funds were matched, on an equal basis, with Land and Water Conservation Grant monies to develop the site.	100% completed	\$ 8,500	\$ 8,441
13. Palms Park Activity Building The proposal for this site was substantially changed by the award of a grant from a private foundation for the construction of a library in conjunction with the building. The combination of funds allowed a more complete facility. Because of the City's efforts to retain funds from another project (EDA Bridge Reconstruction), the City was able to transfer monies which had been proposed for another project.	Under construction	475,000	575,000
14. Neighborhood Improvement Program The retention of funds saved from the EDA Bridge Reconstruction project, which otherwise would have been returned to the federal government, permitted the City to shift the proposed budget for this activity to the Palms Park Activity Building and Library project. The building of sidewalks in the eastern portion of the City was then accomplished using the remaining EDA funds.	Project funded by an alternative source	100,000	transferred to item #13
15. Architectural Barriers Removal Locations at City facilities which hampered the access of the handicapped were modified.	Under construction	50,000	50,000
16. Sewer Reconstruction Existing sewer sections were modified.	In development	50,000	29,173
17. Program Administration Administrative costs cover a number of necessary expenses including printing, legal services, placing notices, preparing Environmental Impact Reports, and the like.	Continuing	41,000	61,827

(1) "Encumbered" funds are those which have been allocated to a project but which have not yet been actually spent. Funds which have been encumbered are available only for that project.

Overall Needs:

- to create and maintain a healthy economic environment in the community
- to provide balanced recreation programs to serve a population with varied ages, characteristics, needs and interests
- to improve the environmental quality of the community through the encouragement of beautification, creative design, and increased attention to aesthetic values in both the public and private sectors
- to improve the present level of residential development in order to preserve the predominately single-family character of the community but also to provide for the controlled development of a variety of housing types to accommodate the various age and income groups which will make up the community's future population
- to provide public services and facilities for the entire community on an increasingly higher level, particularly for those of low or moderate income

Overall Objectives:

- to protect all property owners in the community from the improper use of surrounding lands while permitting them to achieve the full potential of their own
- to maintain a proper balance of land use, especially in regard to parks, schools, and rights-of-way and to maximize the use of such open land
- to provide decent housing for all age and income groups as well as a wide variety of choice for such housing
- to stimulate private enterprise and the expansion of selected business establishments in the community
- to maintain the effective tax base of the community's shopping areas and to foster their capital growth
- to plan for a possible higher density of use in selected areas of the community
- to attract more commercial development to areas zoned for that purpose and to encourage high-rise development in the community's commercial core
- to improve the community's roadway network, especially in commercial areas and in its link to the freeway system
- to identify the relationship of the community to regional transportation systems and mass transportation
- to improve the community's access to the administration of the community's economic, social, and governmental needs and to strengthen the long-range planning capacity of city government
- to guarantee access to all segments of the community to all public facilities
- to improve the quality of life for the community's low income residents, especially through occupational skills development
- to foster increased understanding among all segments of the community
- to maintain extensive recreation programs and to provide community-wide activities
- to foster close identification with the community and a sense of pride in home ownership through programs which will arrest the deterioration of homes and offer assistance in home remodeling
- to encourage community-wide beautification programs, both in the public and private sectors

PERFORMANCE ASSESSMENT QUESTIONNAIRE

In general, have the effects of the overall program adequately met the needs of the community?	Agree	1	2	3	4	5	Disagree
In general, has participation in the HCD program improved the overall condition of the community?	Agree	1	2	3	4	5	Disagree
In general, has the program met the objectives set forth in each year's application?	Agree	1	2	3	4	5	Disagree
In general, has the HCD program been reasonably well managed?	Agree	1	2	3	4	5	Disagree

In what ways has the overall program achieved, or failed to achieve, its objectives? _____

What alternatives might enhance the achievement of the program objectives? _____

General Comments _____

This portion of the Performance Assessment Report summarizes community reaction to the entire three year history of Community Development Block Grant activity in Lakewood.

	PERCENTAGE* OF RESPONSES WHICH ARE						
	<u>STRONGLY POSITIVE</u>	<u>POSITIVE</u>	<u>(Total)</u>	<u>NEUTRAL</u>	<u>NEGATIVE</u>	<u>STRONGLY NEGATIVE</u>	<u>(Total)</u>
In general, have the effects of the overall program adequately met the needs of the community?	41%	28%	69%	21%	2%	9%	11%
In general, has participation in the HCD program improved the overall condition of the community?	36%	25%	61%	23%	5%	11%	16%
In general, has the program met the objectives set forth in each year's application?	36%	24%	60%	24%	4%	11%	15%
In general, has the HCD program been reasonably well managed?	39%	24%	63%	25%	3%	9%	12%

Comments:

"On the whole, I think the projects selected were of benefit to the entire City."

"Housing rehabilitation projects should offer alternative methods of supporting 'people' irrespective of area. Spread the support 'wider, not heavier'. Select and acquire more areas for garden plots. (Sidewalk repair) Give alternatives for individual repairs as opposed to 'block or section' repair. Consider giving grants to individuals, not to exceed a certain amount and permit individuals to use private contractors to correct deficiencies. (Rehabilitation Loans) Too much paperwork. Enlist private enterprise to suggest and assist in financing."

"More left turn signals."

"I suggest that the City put together a rebate program for individual residents to have their sidewalks fixed rather than have the City do it directly."

"Funding through the Block Grant program should be spread out over the whole City."

"I have always been happy and proud of the basic principles of government set aside by our forefathers, two hundred years ago. However, in the past 15 years, our government has gone through a major change. It is extremely wasteful of taxpayers' money and no one is held accountable for the stupid mistakes made so frequently. HUD has always been foremost when one considers negligent and wasteful government. It is for this reason that I am very much against having the City of Lakewood enter into any type of contract with HUD."

Project Management

Project	Community Analysis Program	Program Year	1	Project Amount	Proposed	\$60,000
		Completed	100% completed		Expended/ Encumbered	\$60,000

Project Description:

The City contracted with the firm of Haworth/Anderson/Lafer to perform a city-wide survey of the status of the housing stock in Lakewood. The bulk of the homes in Lakewood were built between 1949 and 1955. Though the majority of houses in the City remain structurally sound, identifiable units show the effects of 20 to 30 years of use.

The economic history of housing values in the City also plays a role in the need to determine a baseline for the community's housing stock. Homes in Lakewood originally sold for \$6,000 to \$9,000 during the early development phase. The present values for these same homes range from \$55,000 to \$65,000 and up. Protection of these values is of primary importance to homeowners in Lakewood.

The study: (1) surveyed the existing housing stock in Lakewood, (2) analyzed the current and future housing situation within the City with an emphasis on projecting the status of housing, and (3) conducted an in-depth evaluation of residents' priorities for housing through the Housing Workshop Committee.

The work of the Community Analysis Program resulted in a comprehensive statement on the need for housing rehabilitation as it related to the appearance of homes within their neighborhoods. The function of the survey was to identify those features of homes scattered throughout the City which showed deterioration.

The standards created by the survey have been used as grant application criteria for programs other than the HCD Block Grant Program.

The results of the Community Analysis Program have had a continuing benefit to the City. Besides being incorporated into the applications of succeeding grant years and into the applications of other grant programs, the survey results have become part of the HCD Housing Assistance Plan for the City.

Overall, the project provided a reasonable starting place for describing the housing rehabilitation needs of the City by giving a commonly accepted baseline for future interpretations of need.

PERFORMANCE ASSESSMENT QUESTIONNAIRE

The project adequately reflected the actual needs of the community.	Agree	1	2	3	4	5	Disagree
The project has clearly improved the overall condition of the community.	Agree	1	2	3	4	5	Disagree
The project has met the community development objectives set forth in the application.	Agree	1	2	3	4	5	Disagree
The project appears to have been well managed.	Agree	1	2	3	4	5	Disagree

In what ways did this project achieve, or fail to achieve, its specific objectives? _____

Comments: _____

Project: Community Analysis Program

	PERCENT* OF THOSE RESPONDING WHO						
	<u>STRONGLY AGREE</u>	<u>AGREE</u>	<u>(Total)</u>	<u>ARE NEUTRAL</u>	<u>DISAGREE</u>	<u>STRONGLY DISAGREE</u>	<u>(Total)</u>
The project adequately reflected the actual needs of the community.	39%	29%	68%	18%	0%	14%	14%
The project has clearly improved the overall condition of the community.	21%	32%	53%	32%	0%	14%	14%
The project has met the community development objectives set forth in the application.	32%	36%	68%	18%	7%	7%	14%
The project appears to have been well managed.	43%	36%	79%	11%	0%	11%	11%

Comments:

Project: Staffing for the Community Action Committees

	PERCENT* OF THOSE RESPONDING WHO						
	<u>STRONGLY AGREE</u>	<u>AGREE</u>	<u>(Total)</u>	<u>ARE NEUTRAL</u>	<u>DISAGREE</u>	<u>STRONGLY DISAGREE</u>	<u>(Total)</u>
The project adequately reflected the actual needs of the community.	29%	39%	68%	25%	4%	4%	8%
The project has clearly improved the overall condition of the community.	21%	29%	50%	39%	4%	7%	11%
The project has met the community development objectives set forth in the application.	29%	32%	61%	21%	11%	7%	18%
The project appears to have been well managed.	36%	36%	72%	21%	4%	4%	8%

Comments:

Project	Staffing for the Community Action Committees	Program Year	1	Project Amount	Proposed	\$10,000
		Completed	100% completed		Expended/ Encumbered	\$ 9,195

Project Description:

The Housing and Community Development Act of 1974 called upon municipalities to provide a mechanism for the participation of local residents in the decisions which formed the basis of the city's Block Grant application.

Lakewood chose to respond to this need by creating four area groups, called Community Action Committees. The North, East, West, and Central CACs were designated by the City Council to provide convenient contacts between neighborhood residents and the Council and City staff.

To assist the committees with their work, funding for part-time staffing of the committees was made part of the first year's grant application.

Staffing for the committees was drawn from a variety of departments within the City and included the services of Recreation and Community Services personnel in attendance at meetings and the related services of other personnel, a portion of whose time was devoted to the needs of the committees.

The cost of staffing reflected the actual hourly costs of the employees involved.

PERFORMANCE ASSESSMENT QUESTIONNAIRE

The project adequately reflected the actual needs of the community.	Agree	1	2	3	4	5	Disagree
The project has clearly improved the overall condition of the community.	Agree	1	2	3	4	5	Disagree
The project has met the community development objectives set forth in the application.	Agree	1	2	3	4	5	Disagree
The project appears to have been well managed.	Agree	1	2	3	4	5	Disagree

In what ways did this project achieve, or fail to achieve, its specific objectives? _____

Comments: _____

Project	Sidewalk Repair Project	Program Year	1	Project Amount	Proposed	\$75,000
		Completed	100% completed (phase 1)		Expended/ Encumbered	\$83,069

Project Description:

The first-year grant application identified the problem of sidewalk repair and proposed a project in two phases. The application noted that, in 1974: "There is presently a deficiency in the amount of \$500,000 in damaged curb, gutter, and sidewalk areas throughout the City's 200+ miles of streets. Each year \$50,000 is budgeted for the repair of curbs, gutters, and sidewalks. Because of the City's extensive street resurfacing program, most of the \$50,000 is used in replacing damaged sections on those streets scheduled for resurfacing. As a result, very little permanent sidewalk repair is done elsewhere in the City. A permanent repair might not take place for 10 years, depending on the City's street resurfacing program."

In order to remedy this deficiency, the two-phase program relied on the data supplied by the Community Analysis Program and the backlog of service requests for sidewalk repair to supply the locations for the project's efforts.

Because of Block Grant requirements, the efforts of the first phase of the project were directed toward sidewalks located in the general areas with a relatively high concentration of either low or moderate income or minority residents. (The areas are identified on the map of eligible census tracts.) The 1970 census was used to make these determinations.

The specific areas for repair within these sections were chosen for their high concentration of broken and damaged sidewalks.

PERFORMANCE ASSESSMENT QUESTIONNAIRE

The project adequately reflected the actual needs of the community.	Agree	1	2	3	4	5	Disagree
The project has clearly improved the overall condition of the community.	Agree	1	2	3	4	5	Disagree
The project has met the community development objectives set forth in the application.	Agree	1	2	3	4	5	Disagree
The project appears to have been well managed.	Agree	1	2	3	4	5	Disagree

In what ways did this project achieve, or fail to achieve, its specific objectives? _____

Comments: _____

Project: Sidewalk Repair Project (first year of a two year project)

	PERCENT* OF THOSE RESPONDING WHO						
	<u>STRONGLY AGREE</u>	<u>AGREE</u>	<u>(Total)</u>	<u>ARE NEUTRAL</u>	<u>DISAGREE</u>	<u>STRONGLY DISAGREE</u>	<u>(Total)</u>
The project adequately reflected the actual needs of the community.	54%	18%	72%	18%	0%	11%	11%
The project has clearly improved the overall condition of the community.	54%	14%	68%	14%	7%	11%	18%
The project has met the community development objectives set forth in the application.	57%	11%	68%	14%	7%	11%	18%
The project appears to have been well managed.	43%	18%	61%	21%	7%	11%	18%

Comments:

Project: Water Main Analysis and Replacement

	PERCENT* OF THOSE RESPONDING WHO						
	<u>STRONGLY AGREE</u>	<u>AGREE</u>	<u>(Total)</u>	<u>ARE NEUTRAL</u>	<u>DISAGREE</u>	<u>STRONGLY DISAGREE</u>	<u>(Total)</u>
The project adequately reflected the actual needs of the community.	36%	36%	72%	25%	4%	0%	4%
The project has clearly improved the overall condition of the community.	29%	29%	58%	29%	11%	0%	11%
The project has met the community development objectives set forth in the application.	32%	21%	53%	36%	7%	4%	11%
The project appears to have been well managed.	43%	18%	61%	32%	4%	4%	8%

Comments: "This was a good (analysis) report which met needs."

"The analysis would have been better undertaken with General Fund money. I don't think it can be justified under the needs and objectives given in the applications."

"The project should have been targeted more to low and moderate income persons."

"The project took a different direction from the one presented in the original application."

Project	Water Main Analysis and Replacement	Program Year	1	Project Amount	<u>Proposed</u>	\$74,000
		Completed	100% completed		<u>Expended/ Encumbered</u>	\$72,206

Project Description:

Under the direction of the consulting firm of Boyle Engineering Corporation, a comprehensive study of the City's several water systems was undertaken. Because of the fragmented nature of water services in Lakewood — the City Water Department only serves 3/4 of the residents — the study could not be limited to the City system alone. The broader scope of the problem required a greater level of service from the engineering firm.

The results of the study have formed the continuing foundation for the maintenance and improvement of the City's water system through the next decade.

One major outcome of the study was the creation of a computer model of all the water systems which serve community residents. This model makes it possible to more accurately predict the future repair and replacement needs of the Lakewood Water Department and to plan for water replenishment and pumping costs. The computer model is a permanent addition to the City's capacity to plan future income and expenditures.

At the same time, the study indicated potential deficiencies within the Lakewood system and targeted them for evaluation by the Public Works Department and possible future action. Among the potential deficiencies are water mains which are below the currently accepted standard for residential service and the prospect for replacement needs in the future due to subsurface corrosion of other mains.

Because of the expanded scope of the analysis program, no mains were replaced with funds drawn from the HCD Block Grant Program.

PERFORMANCE ASSESSMENT QUESTIONNAIRE

The project adequately reflected the actual needs of the community.	Agree	1	2	3	4	5	Disagree
The project has clearly improved the overall condition of the community.	Agree	1	2	3	4	5	Disagree
The project has met the community development objectives set forth in the application.	Agree	1	2	3	4	5	Disagree
The project appears to have been well managed.	Agree	1	2	3	4	5	Disagree

In what ways did this project achieve, or fail to achieve, its specific objectives? _____

Comments: _____

Project	Lakewood Elementary School/Michelson Street Park Project	Program Year	1	Project Amount	Proposed	\$12,000
		Completed	100% completed		Expended/ Encumbered	\$11,998

Project Description:

The first year grant application proposed a development project which would "expand the present park security lighting system and build two multi-purpose game courts."

The school site was chosen as a development project for a variety of reasons. Primarily, the abandoned school represented a neighborhood eyesore of long standing. The site was weed choked and rundown. In addition, 1970 census records demonstrated that within a half mile radius of the project site there was a higher than average concentration of low and moderate income or minority families. (The half mile radius criterion is the generally accepted distance a recreation site user will travel on foot to the site.)

Providing a balanced recreation program for all City residents has been identified in the Lakewood General Plan as the primary feature of the Plan's recreation element. The conservation of urban open spaces for their aesthetic and recreational value are parts of the Plan's land use element as well.

Development of the site has visibly improved the neighborhood which surrounds it and provided increased recreation opportunities for the area.

Significantly, the site is now used as a location for the MORE Senior Nutrition Program. The MORE program provides a hot noon meal to low and moderate income seniors who, otherwise, might not be able to afford a properly nourishing dinner.

The development of the site involved balancing neighborhood needs against the best use of the available funds. The proposed development of the park was modified to expend funds for landscaping and irrigation, which were deemed necessary to complete the initial improvement of the site.

Modification of proposed projects is a management response to changing granting agency demands or local conditions. The rationale for changing a proposed project, either entirely or in part, is often the same. When the application is written, the projects are based on the City's best estimation of needs and eligibility. When the funds are ultimately approved, many months later, that estimation may have undergone changes. The goal of any municipality is to use funds from grant sources in ways which give the best value for the lowest cost.

PERFORMANCE ASSESSMENT QUESTIONNAIRE

The project adequately reflected the actual needs of the community. Agree 1 2 3 4 5 Disagree

The project has clearly improved the overall condition of the community. Agree 1 2 3 4 5 Disagree

The project has met the community development objectives set forth in the application. Agree 1 2 3 4 5 Disagree

The project appears to have been well managed. Agree 1 2 3 4 5 Disagree

In what ways did this project achieve, or fail to achieve, its specific objectives? _____

Comments: _____

Project: Lakewood Elementary School/Michelson Street Park Project

	PERCENT* OF THOSE RESPONDING WHO						
	<u>STRONGLY AGREE</u>	<u>AGREE</u>	<u>(Total)</u>	<u>ARE NEUTRAL</u>	<u>DISAGREE</u>	<u>STRONGLY DISAGREE</u>	<u>(Total)</u>
The project adequately reflected the actual needs of the community.	57%	29%	86%	14%	0%	0%	0%
The project has clearly improved the overall condition of the community.	68%	25%	93%	7%	0%	0%	0%
The project has met the community development objectives set forth in the application.	64%	29%	93%	7%	0%	0%	0%
The project appears to have been well managed.	54%	36%	90%	11%	0%	0%	0%

Comments: "Good!"

"Super!"

"The project eliminated a neighborhood eyesore and created something useful for the community."

Project: Sidewalk Repair Project (second year of a two year project)

	PERCENT* OF THOSE RESPONDING WHO						
	<u>STRONGLY AGREE</u>	<u>AGREE</u>	<u>(Total)</u>	<u>ARE NEUTRAL</u>	<u>DISAGREE</u>	<u>STRONGLY DISAGREE</u>	<u>(Total)</u>
The project adequately reflected the actual needs of the community.	57%	18%	75%	11%	0%	14%	14%
The project has clearly improved the overall condition of the community.	50%	21%	71%	11%	4%	14%	18%
The project has met the community development objectives set forth in the application.	54%	18%	72%	11%	4%	14%	18%
The project appears to have been well managed.	50%	14%	64%	18%	0%	18%	18%

Comments: "The sidewalk repair project did not occur, I think, in the areas of greatest need."

Project	Sidewalk Repair Project	Program Year	2	Project Amount	<u>Proposed</u>	\$133,750
		Completed	100% completed (phase 2)		<u>Expended/ Encumbered</u>	\$142,503

Project Description:

The second-year application continued the sidewalk repair project through its second phase. The project, in both its first and second phases, was closely linked with the neighborhood revitalization goals identified in the grant applications of each of the project years. These, in turn, related the sidewalk repair program to both the street resurfacing and reconstruction project and the housing rehabilitation program.

As in the first phase of the project, data supplied by the Community Analysis Program and the Backlog of service requests for sidewalk repair supplied the location for the project's efforts. Based upon these, the City contracted for the repair or replacement of the damaged sidewalk sections.

Because of Block Grant requirements, the efforts of the second phase of the project were directed toward sidewalks located in the two general areas with a relatively high concentration of either low or moderate or minority residents. (These areas are identified on the map of eligible census tracts.) The 1970 census was used to make these determinations.

The specific sites within these areas for repair or replacement were selected on the basis of most pressing need.

PERFORMANCE ASSESSMENT QUESTIONNAIRE

The project adequately reflected the actual needs of the community.	Agree	1	2	3	4	5	Disagree
The project has clearly improved the overall condition of the community.	Agree	1	2	3	4	5	Disagree
The project has met the community development objectives set forth in the application.	Agree	1	2	3	4	5	Disagree
The project appears to have been well managed.	Agree	1	2	3	4	5	Disagree

In what ways did this project achieve, or fail to achieve, its specific objectives? _____

Comments: _____

Project	Mayfair Park Pool Renovation	Program Year	2	Project Amount	Proposed	\$133,750
		Completed	100% completed		Expended/ Encumbered	\$153,000

Project Description:

Mayfair Park Pool was constructed in 1951. It remains the most highly utilized of all the City's recreation facilities. The pool is a community recreation resource of demonstrated value to all segments of the population, especially to those of low or moderate incomes who find the pool a convenient, low cost, summer recreation site.

In order to protect this recreation resource and to upgrade its access to the elderly, the disabled, and the handicapped, the City proposed a major reconstruction project as part of its second year grant application.

Reconstruction at the site included: (1) replacement of the deck surface around the pool, (2) repair and fiberglass resurfacing of the pool itself, (3) installation of a more efficient heating and water purification system, and (4) construction of a ramp access to the pool to accommodate the handicapped.

The pool reconstruction project is another example of combining funding sources to provide increased value for the City's grant entitlements. The pool project joined HCD Block Grant monies with \$115,000 in revenue sharing funds to complete the overall work of reconstruction.

Revenue sharing funds are relatively "stringless" entitlements which return a portion of the federal revenue collected in a locality to local government. Unlike the Block Grant Program, relatively few restrictions are placed on the expenditure of these funds.

The inherent flexibility of this resource makes it an attractive compliment to the City's General Fund. In circumstances like the pool reconstruction project, revenue sharing funds can be added to another grant source to enhance the value of block grant dollars.

The reconstruction of the pool and its water circulation system realized a two-fold savings for the City. The site was protected from further deterioration and the entire system was made more efficient. Before the reconstruction project, thousands of gallons of water were lost monthly. This water loss was eliminated by the project.

PERFORMANCE ASSESSMENT QUESTIONNAIRE

The project adequately reflected the actual needs of the community.	Agree	1	2	3	4	5	Disagree
The project has clearly improved the overall condition of the community.	Agree	1	2	3	4	5	Disagree
The project has met the community development objectives set forth in the application.	Agree	1	2	3	4	5	Disagree
The project appears to have been well managed.	Agree	1	2	3	4	5	Disagree

In what ways did this project achieve, or fail to achieve, its specific objectives? _____

Comments: _____

Project: Mayfair Park Pool Renovation

	PERCENT* OF THOSE RESPONDING WHO						
	<u>STRONGLY AGREE</u>	<u>AGREE</u>	<u>(Total)</u>	<u>ARE NEUTRAL</u>	<u>DISAGREE</u>	<u>STRONGLY DISAGREE</u>	<u>(Total)</u>
The project adequately reflected the actual needs of the community.	54%	21%	75%	21%	0%	4%	4%
The project has clearly improved the overall condition of the community.	54%	18%	72%	18%	4%	7%	11%
The project has met the community development objectives set forth in the application.	57%	11%	68%	25%	0%	7%	7%
The project appears to have been well managed.	46%	21%	57%	25%	4%	4%	8%

Comments:

Project: Housing Rehabilitation Program (first year of a continuing project)

	PERCENT* OF THOSE RESPONDING WHO						
	<u>STRONGLY AGREE</u>	<u>AGREE</u>	<u>(Total)</u>	<u>ARE NEUTRAL</u>	<u>DISAGREE</u>	<u>STRONGLY DISAGREE</u>	<u>(Total)</u>
The project adequately reflected the actual needs of the community.	18%	29%	47%	29%	7%	18%	25%
The project has clearly improved the overall condition of the community.	7%	4%	11%	32%	14%	43%	54%
The project has met the community development objectives set forth in the application.	4%	11%	15%	32%	11%	43%	54%
The project appears to have been well managed.	11%	11%	22%	43%	11%	25%	36%

Comments: "Controls are needed on any loan program to protect the City's investment."

Project	Housing Rehabilitation Program	Program Year	2 and 3		Project Amount	Proposed Expended/ Encumbered	\$ 200,000 \$ 6,334
			Completed	Continuing			

Project Description:

The overall results of the Community Analysis Program indicated a general need for direct assistance to community residents through a low cost loan program. The goal of all such programs is to permit residents who meet the eligibility criteria to begin home improvement projects, using private contractors, to upgrade their residences. Besides correcting potential or actual deterioration in homes, the housing rehabilitation concept has a significant impact on the appearance of neighborhoods, a change which leads to a revitalized sense of neighborhood and community values. In addition, housing rehabilitation can have an impact on the local construction job market and the overall economy of a locality or city.

On the basis of such considerations and the results of the Community Analysis Program, the City proposed a multi-phase housing rehabilitation program to begin with the second year grant application. The project was designed to meet housing rehabilitation needs of low and moderate income persons throughout the community.

The project began with an initial development phase. Specifically, the services of a housing specialist were used to coordinate the start of the project and to develop procedures for the processing of loans to eligible residents. The salary of the specialist was underwritten by project administration funds.

This first phase attempted to link the City's housing rehabilitation loan program to the federal Section 312 loan program. The "312" program is a revolving loan fund which eligible individuals may utilize for their housing rehabilitation projects. The program has complex eligibility requirements and administrative procedures.

The City patterned a "Local Loan" program along the same eligibility criteria as the Section 312 loan program, ensuring its acceptance by federal authorities. An administrative practice was established that loan proposals would first be processed for Section 312 eligibility and financing and, then, as local loans if 312 loan funds were unavailable.

It has been the City's experience that the "312" program limited the options of Lakewood residents. Both because of its complexity and because of the tremendous financial utilization made on the program nation-wide, the "312" loan program was generally unavailable to Lakewood residents on a near-term basis. While the City could continue to process loans, the bottleneck on the federal level would bring few of them to completion.

In addition, the City found that a high level of staff time and services were required to meet the loan processing requirements built into the "312" program. The City had entered an entirely new area of community development in Lakewood and the process was filled with unexpected roadblocks.

The project's initial phase attempted to overcome these roadblocks and to work around deficiencies in the "312" program while still moving forward in processing local loan applications. During this period a waiting list of more than 130 applicants developed. Even with growing experience in processing loan requests, it still took an average of more than a month to complete the local application procedures.

(Continued overleaf)

PERFORMANCE ASSESSMENT QUESTIONNAIRE

The project adequately reflected the actual needs of the community.	Agree	1	2	3	4	5	Disagree
The project has clearly improved the overall condition of the community.	Agree	1	2	3	4	5	Disagree
The project has met the community development objectives set forth in the application.	Agree	1	2	3	4	5	Disagree
The project appears to have been well managed.	Agree	1	2	3	4	5	Disagree

In what ways did this project achieve, or fail to achieve, its specific objectives? _____

Comments: _____

The overall housing rehabilitation program was designed to retain the benefits of the City's experience with the Section 312 program, while, at the same time, moving further into the rehabilitation options offered by the City's own "Local Loan" program. Both loan programs provide eligible residents with the resources to bring their homes into compliance with established building codes as well as to arrest potential neighborhood deterioration.

Like the "312" program, the "Local Loan" program is guided by specific criteria. The guidelines developed from the Section 312 regulations limit "local loans" to area residents with appropriate income levels and require extensive title and credit searches before approval can be made. To date, three loans have been approved under the combined "312" and "Local Loan" programs. Of these, two have been resulted in the rehabilitation of homes.

The Community Analysis Program identified typical rehabilitation needs for Lakewood area homes. Among these are: (1) the installation of a new roof, (2) driveway upgrading or repair, (3) and general exterior maintenance of home and property.

The City's intent in utilizing "312" and "Local Loan" programs is to preserve local funding resources as much as possible. The "Local Loan" is particularly responsive to this need. The program will create a revolving fund to provide continued fund resources even after the Block Grant entitlement ends.

The experiences of the two years of this project have shown that a different model of housing rehabilitation through a loan program is needed. The City is now investigating a number of options, including rebates, to expedite the channeling of Block Grant housing rehabilitation funds to Lakewood residents.

During the first phase of the project \$75,000 was allocated. During the second phase \$125,000 was earmarked for the "Local Loan" program.

Project: Housing Rehabilitation Program (second year of a continuing project)

	PERCENT* OF THOSE RESPONDING WHO						
	<u>STRONGLY AGREE</u>	<u>AGREE</u>	<u>(Total)</u>	<u>ARE NEUTRAL</u>	<u>DISAGREE</u>	<u>STRONGLY DISAGREE</u>	<u>(Total)</u>
The project adequately reflected the actual needs of the community.	18%	25%	43%	21%	7%	29%	36%
The project has clearly improved the overall condition of the community.	11%	4%	15%	36%	11%	39%	50%
The project has met the community development objectives set forth in the application.	7%	11%	18%	32%	11%	39%	50%
The project appears to have been well managed.	11%	14%	25%	39%	7%	29%	36%

Comments:

* Percentages will not always equal 100% because of rounding.

Project: Program Administration (first year of a continuing project)

	PERCENT* OF THOSE RESPONDING WHO						
	<u>STRONGLY AGREE</u>	<u>AGREE</u>	<u>(Total)</u>	<u>ARE NEUTRAL</u>	<u>DISAGREE</u>	<u>STRONGLY DISAGREE</u>	<u>(Total)</u>
The project adequately reflected the actual needs of the community.	29%	36%	65%	29%	0%	7%	7%
The project has clearly improved the overall condition of the community.	29%	32%	61%	32%	0%	7%	7%
The project has met the community development objectives set forth in the application.	32%	39%	71%	21%	4%	4%	8%
The project appears to have been well managed.	36%	29%	65%	25%	7%	4%	11%

Comments: "The City did a good job here."

"The low cost of (program) administration is very good."

Project	Program Administration	Program Year	2	Project Amount	Proposed	\$28,000
		Completed	Ongoing		Expended/ Encumbered	\$28,500

Project Description:

The Program Administration needs of each city or urban county participating in the Block Grant are, within broad guidelines, left to the cities and counties to determine.

Program administration costs are a category of expenditure which includes a wide range of services and functions. Among them are: (1) the publication of legal notices and required advertising for public hearings and citizen participation meetings, (2) the preparation of Environmental Impact Reports, required of all capital improvement projects, (3) the services of staff members a portion of whose time is needed for the administration of the grant programs, (4) the services of legal counseling when necessary, (5) the maintenance of accepted documentation procedures for grant projects, and (6) the incidental expenses associated with citizen participation. These last include printing, mailing, and meeting expenses.

By comparison, the City of Lakewood ranks among the cities in Los Angeles County with a much lower than average program administration cost. Overall, the cities of Los Angeles County averaged 18.2% while the national average was 13.9%. This compares to Lakewood's overall average of 6.6%.

In the second year of the grant program, the City allocated \$28,500 to program administration. This represented 5.4% of the grant entitlement.

PERFORMANCE ASSESSMENT QUESTIONNAIRE

The project adequately reflected the actual needs of the community.	Agree	1	2	3	4	5	Disagree
The project has clearly improved the overall condition of the community.	Agree	1	2	3	4	5	Disagree
The project has met the community development objectives set forth in the application.	Agree	1	2	3	4	5	Disagree
The project appears to have been well managed.	Agree	1	2	3	4	5	Disagree

In what ways did this project achieve, or fail to achieve, its specific objectives? _____

Comments: _____

Project	Street Resurfacing and Reconstruction	Program Year	3	Project Amount	Proposed	\$133,750
		Completed	100% completed		Expended/ Encumbered	\$114,489

Project Description:

The objectives enumerated in each year's grant application put a special emphasis on maintaining the economic viability of the community and preserving those general characteristics which make the City a productive and pleasant place in which to live and work. A specific objective is "to improve the community's roadway network, especially in commercial areas, and in its link to the freeway network."

This objective, in the light of the Block Grant's eligibility criteria in the program guide to the third-year application, prompted the street resurfacing and reconstruction project.

The resurfacing and reconstruction project was directed toward the census tract areas which have the highest concentration of low and moderate or minority residents. (These are identified on the map of eligible areas.) The specific sites for resurfacing or reconstruction were selected from within the eligible areas.

By emphasizing the maintenance of these streets, the City sought to help arrest any potential decline in the economic vitality of this portion of the community and to demonstrate the City's commitment to preserving public services.

Often, successful neighborhood community development is a matter of attitude. When local government shows a commitment toward neighborhood values, those who bring private investment capital to neighborhoods are encouraged to venture that capital.

In addition, the street resurfacing and reconstruction project permitted the City to more quickly address street improvement needs, thus reducing future expenditures in the same areas because of advanced deterioration. At the same time, the use of grants funds here meant an overall increase in the City's capacity to perform needed street improvements. As in many other projects, a ripple effect carried benefits to all segments of the community.

PERFORMANCE ASSESSMENT QUESTIONNAIRE

The project adequately reflected the actual needs of the community.	Agree	1	2	3	4	5	Disagree
The project has clearly improved the overall condition of the community.	Agree	1	2	3	4	5	Disagree
The project has met the community development objectives set forth in the application.	Agree	1	2	3	4	5	Disagree
The project appears to have been well managed.	Agree	1	2	3	4	5	Disagree

In what ways did this project achieve, or fail to achieve, its specific objectives? _____

Comments: _____

Project: Street Resurfacing and Reconstruction

	PERCENT* OF THOSE RESPONDING WHO						
	<u>STRONGLY AGREE</u>	<u>AGREE</u>	<u>(Total)</u>	<u>ARE NEUTRAL</u>	<u>DISAGREE</u>	<u>STRONGLY DISAGREE</u>	<u>(Total)</u>
The project adequately reflected the actual needs of the community.	54%	24%	78%	11%	0%	11%	11%
The project has clearly improved the overall condition of the community.	57%	29%	86%	4%	4%	7%	11%
The project has met the community development objectives set forth in the application.	54%	29%	83%	11%	0%	7%	7%
The project appears to have been well managed.	50%	29%	79%	11%	0%	11%	11%

Comments:

Project: Community Gardens

	PERCENT* OF THOSE RESPONDING WHO						
	<u>STRONGLY AGREE</u>	<u>AGREE</u>	<u>(Total)</u>	<u>ARE NEUTRAL</u>	<u>DISAGREE</u>	<u>STRONGLY DISAGREE</u>	<u>(Total)</u>
The project adequately reflected the actual needs of the community.	43%	21%	64%	21%	11%	4%	15%
The project has clearly improved the overall condition of the community.	50%	21%	71%	14%	11%	4%	15%
The project has met the community development objectives set forth in the application.	57%	18%	75%	18%	4%	4%	8%
The project appears to have been well managed.	61%	11%	72%	21%	4%	4%	8%

Comments: "A very successful project; we need more gardens."

Project	Community Gardens	Program Year	3	Project Amount	Proposed	\$8,500
		Completed	100% completed		Expended/ Encumbered	\$8,441

Project Description:

The Lakewood Community Gardens project represents the fulfillment of an often expressed community need. The site chosen for the project was selected because of its central location within the community and because of its access to neighborhood residents. At present, there is a one year waiting list for reserved plots within the project.

The actual site of the gardens is a Southern California Edison right-of-way, donated for this use by the company to community residents. What was formerly an empty lot, often unattractive and barren, is now a flourishing recreation site for Lakewood residents, especially for older citizens on fixed incomes who combine the pleasures of outdoor recreation with kitchen gardening.

There are over 70 garden plots, many of which have been specially reserved for senior citizens and the handicapped. These garden sites have easier access and are less difficult to cultivate.

The project also represents an example of using grant funds from one source to meet the matching fund requirements of another. The development costs of the Community Gardens were equally shared between a Land and Water Conservation Grant and monies from the Block Grant program.

This is a frequent strategy to stretch the value of grant dollars while still retaining General Fund resources for urgent needs or the day-to-day operation of the City. When grant sources are combined, the intent is to maintain the flexibility of the City's fiscal position while, at the same time, protecting the City's entitlements to funds which might otherwise be returned to the state or federal government.

In this case, sharing the cost of the project between two grant sources made a very few dollars go a very long way.

The shared resources covered expenditures for site preparation and needed soil improvements, irrigation, paths and internal pedestrian walkways, and security fencing.

The Lakewood Community Gardens are located on Candlewood Avenue between Woodruff Avenue and Palo Verde Avenue.

PERFORMANCE ASSESSMENT QUESTIONNAIRE

The project adequately reflected the actual needs of the community.	Agree	1	2	3	4	5	Disagree
The project has clearly improved the overall condition of the community.	Agree	1	2	3	4	5	Disagree
The project has met the community development objectives set forth in the application.	Agree	1	2	3	4	5	Disagree
The project appears to have been well managed.	Agree	1	2	3	4	5	Disagree

In what ways did this project achieve, or fail to achieve, its specific objectives? _____

Comments: _____

Project	Neighborhood Improvements Program	Program Year	3	Project Amount	\$100,000 transferred to Palms Park project
		Completed	Project redesigned		

Project Description:

The history of the Neighborhood Improvements Program proposed in the third-year application is a further example of the necessity for flexibility when designing and carrying out community development projects. This is especially true for cities like Lakewood, which rely on a mix of funding sources for some projects while retaining General Fund monies for urgent tasks and the day-to-day operation of the city.

Under a grant awarded the City by the Economic Development Administration (EDA), the City contracted for the replacement and upgrading of four roadway bridges which spanned a major flood control channel in Lakewood. Through careful management of these funds, the City was able to save \$175,000.

By successfully negotiating with EDA, the City managed to retain this savings and apply it directly to offsetting the cost of a sidewalk construction project undertaken in the eastern portion of the community.

This chain of events permitted the City to re-evaluate its Neighborhood Improvements Program. The third-year HCDA grant application noted: "This program allocates \$100,000 to upgrade and improve public works deficiencies in areas designated for housing improvement. The range of neighborhood improvements that would be undertaken include streets, curbs, gutters, sidewalks, and street trees." It was first intended that this portion of the grant be combined with a second round EDA grant in the amount of \$381,500 to fund the sidewalk construction project.

With the total funding of the sidewalk construction project assured by the second round grant and the savings from the bridge program, the City reallocated the \$100,000 earmarked from the Block Grant to the Palms Park Library and Activity Building. This site was chosen for the reallocation because it is located on the border of a census tract area identified as having a majority of low or moderate income residents. In addition, the reallocation seemed timely in view of the offer of a private foundation to support the cost of constructing a neighborhood library in conjunction with the activity building.

This process illustrates a common occurrence in community planning administration. An earlier proposal is substantially modified by later events, though still within the context of community development goals.

PERFORMANCE ASSESSMENT QUESTIONNAIRE

The project adequately reflected the actual needs of the community.	Agree	1	2	3	4	5	Disagree
The project has clearly improved the overall condition of the community.	Agree	1	2	3	4	5	Disagree
The project has met the community development objectives set forth in the application.	Agree	1	2	3	4	5	Disagree
The project appears to have been well managed.	Agree	1	2	3	4	5	Disagree

In what ways did this project achieve, or fail to achieve, its specific objectives? _____

Comments: _____

Project: Neighborhood Improvements Program

	PERCENT* OF THOSE RESPONDING WHO						
	<u>STRONGLY AGREE</u>	<u>AGREE</u>	<u>(Total)</u>	<u>ARE NEUTRAL</u>	<u>DISAGREE</u>	<u>STRONGLY DISAGREE</u>	<u>(Total)</u>
The project adequately reflected the actual needs of the community.	32%	29%	61%	36%	0%	4%	4%
The project has clearly improved the overall condition of the community.	25%	36%	61%	29%	7%	4%	11%
The project has met the community development objectives set forth in the application.	25%	25%	50%	39%	0%	11%	11%
The project appears to have been well managed.	25%	32%	57%	39%	0%	4%	4%

Comments:

* Percentages will not always equal 100% because of rounding.

Project: Palms Park Activity Building and Library

	PERCENT* OF THOSE RESPONDING WHO						
	<u>STRONGLY AGREE</u>	<u>AGREE</u>	<u>(Total)</u>	<u>ARE NEUTRAL</u>	<u>DISAGREE</u>	<u>STRONGLY DISAGREE</u>	<u>(Total)</u>
The project adequately reflected the actual needs of the community.	54%	21%	75%	25%	0%	0%	0%
The project has clearly improved the overall condition of the community.	54%	18\$	72%	29%	0%	0%	0%
The project has met the community development objectives set forth in the application.	46%	29%	75%	25%	0%	0%	0%
The project appears to have been well managed.	46%	25%	71%	29%	0%	0%	0%

Comments:

Project	Palms Park Activity Building and Library	Program Year	3	Project Amount	Proposed	\$475,000
		Completed	Under construction		Expended/ Encumbered	\$575,000

Project Description:

The evolution of the Palms Park Activity Building project to its present form further demonstrates the impact of rapidly changing conditions on the planning and execution of community development projects.

The third year Block Grant application noted: "This development was listed as a third year project in both the 1975/1976 and 1976/1977 Community Development Plan Summaries. A total of \$275,000 will be allocated from the 1977/1978 entitlement for this project. The development will include a 5,000 square foot activity room with furnishings, kitchen facilities, several offices that can be used by social service agencies, additional parking, and security lighting."

The initial design stages of this project were underway when the City began negotiations with a private foundation which sought to donate a substantial community facility to the City.

These negotiations were successful and led to the donation of \$448,000 from the Ben Weingart Foundation for the construction of a library building to replace a dilapidated rented facility located near a bar.

During the same period, the City was successful in retaining \$175,000 of its Economic Development Administration grant for bridge reconstruction after that project had been completed below estimates. This savings was earmarked for addition to a second round EDA grant to fund the sidewalk construction project in the eastern portion of the City.

Savings in one area, the gift of funds for the construction of a library, and the availability of additional HCD funds which could be transferred from the Neighborhood Improvements Program, generated substantial changes in the proposed projects. Neighborhood Improvements funds could now be transferred to other projects. EDA resources could totally fund the sidewalk construction program. The Palms Park site could now be upgraded to a more complete facility with the addition of a neighborhood library.

These choices were made in response to community needs. The Palms Park site was chosen for the library building because it borders a census tract area with a higher than average proportion of low or moderate income residents. The transfer of funds from the Neighborhood Improvements Program was required by the greater costs associated with redesigning and building the enlarged community facility at the site.

What began as a recreation center with space for social service outlets has become a multi-purpose community facility with a library, activity room, and office space. The expanded project will permit a higher utilization of the facility to meet the social service and cultural needs of the surrounding area. The facility will provide a higher level of public services to an area of low and moderate income residents.

Significantly, the project will bring another demonstration of City concern into a neighborhood in need of an improved self-image.

PERFORMANCE ASSESSMENT QUESTIONNAIRE

The project adequately reflected the actual needs of the community.	Agree	1	2	3	4	5	Disagree
The project has clearly improved the overall condition of the community.	Agree	1	2	3	4	5	Disagree
The project has met the community development objectives set forth in the application.	Agree	1	2	3	4	5	Disagree
The project appears to have been well managed.	Agree	1	2	3	4	5	Disagree

In what ways did this project achieve, or fail to achieve, its specific objectives? _____

Comments: _____

Project	Removal of Architectural Barriers to the Handicapped and the Elderly	Program Year	3	Project Amount	Proposed	\$50,000
		Completed	Under construction		Expended/ Encumbered	\$50,000

Project Description:

The construction of city facilities in Lakewood was undertaken over a span of time roughly equivalent to the second phase of the City's development. The City Hall, for example, was dedicated in 1958.

The design of these buildings represented a deficient awareness of the needs of Lakewood handicapped and disabled residents. In order to correct this deficiency, an architectural barriers removal project was undertaken. The third-year grant proposal noted: "This program will remove material and architectural barriers which restrict the mobility and accessibility of elderly and handicapped persons within, around, and about governmental facilities owned and operated by the City of Lakewood."

The removal and redesign project is still underway. City Hall is already furnished with wheelchair ramps at both the front and rear entrances and with public restrooms which will accommodate the disabled and the wheelchair bound. Similar features have been placed at Mayfair Park and the Mayfair Park Pool Building. A survey of City facilities has been completed and plans drawn for the removal and redesign work at each. Bids have now been let for additional materials.

A primary emphasis in the program guidelines which accompany the Block Grant application are the special needs of the City's elderly, disabled, and handicapped. These residents are identified as a unique population within the community whose needs must be served.

PERFORMANCE ASSESSMENT QUESTIONNAIRE

The project adequately reflected the actual needs of the community.	Agree	1	2	3	4	5	Disagree
The project has clearly improved the overall condition of the community.	Agree	1	2	3	4	5	Disagree
The project has met the community development objectives set forth in the application.	Agree	1	2	3	4	5	Disagree
The project appears to have been well managed.	Agree	1	2	3	4	5	Disagree

In what ways did this project achieve, or fail to achieve, its specific objectives? _____

Comments: _____

Project: Removal of Architectural Barriers to the Handicapped and the Elderly

	PERCENT* OF THOSE RESPONDING WHO						
	<u>STRONGLY AGREE</u>	<u>AGREE</u>	<u>(Total)</u>	<u>ARE NEUTRAL</u>	<u>DISAGREE</u>	<u>STRONGLY DISAGREE</u>	<u>(Total)</u>
The project adequately reflected the actual needs of the community.	50%	25%	75%	21%	0%	4%	4%
The project has clearly improved the overall condition of the community.	36%	32%	68%	29%	0%	4%	4%
The project has met the community development objectives set forth in the application.	32%	29%	61%	36%	0%	4%	4%
The project appears to have been well managed.	36%	29%	65%	32%	0%	4%	4%

Comments:

Project: **Sewer Reconstruction**

	PERCENT* OF THOSE RESPONDING WHO						
	<u>STRONGLY AGREE</u>	<u>AGREE</u>	<u>(Total)</u>	<u>ARE NEUTRAL</u>	<u>DISAGREE</u>	<u>STRONGLY DISAGREE</u>	<u>(Total)</u>
The project adequately reflected the actual needs of the community.	39%	39%	78%	4%	4%	14%	18%
The project has clearly improved the overall condition of the community.	25%	39%	64%	14%	11%	11%	22%
The project has met the community development objectives set forth in the application.	29%	32%	61%	25%	4%	11%	15%
The project appears to have been well managed.	29%	36%	65%	18%	7%	11%	18%

Comments:

Project	Sewer Reconstruction	Program Year	3	Project Amount	Proposed	\$50,000
		Completed	In progress		Expended/ Encumbered	\$29,173

Project Description:

The Community Analysis Program identified locations in the eligible census tracts which were in need of appropriate sewer reconstruction. These sewer locations are in the vicinity of Centralia and Pioneer Boulevard in the eastern portion of the City. (See the map of eligible census areas.)

The Community Analysis Program showed sewers in this area to be less than the presently accepted size for residential sanitary sewers.

The City has contracted with the County of Los Angeles for the installation of the sewers and the planning phase of the project is completed.

This project, like others begun with the assistance of HCD Block Grant funds, is supported by a mix of grant monies and funds from another source. In this case, the City has allocated \$50,000 of its own to match the grant request. Good project management typically regards grant sources as a way of augmenting and strengthening existing City objectives. Though most grants have numerous categorical limitations which restrict their use to specific projects or community localities, the role of effective program administration is to direct these funds in a way which best meets the overall needs of the City.

PERFORMANCE ASSESSMENT QUESTIONNAIRE

The project adequately reflected the actual needs of the community.	Agree	1	2	3	4	5	Disagree
The project has clearly improved the overall condition of the community.	Agree	1	2	3	4	5	Disagree
The project has met the community development objectives set forth in the application.	Agree	1	2	3	4	5	Disagree
The project appears to have been well managed.	Agree	1	2	3	4	5	Disagree

In what ways did this project achieve, or fail to achieve, its specific objectives? _____

Comments: _____

Project	Program Administration	Program Year	3	Project Amount	<u>Proposed</u>	<u>\$41,000</u>
		Completed	Ongoing		<u>Expended/ Encumbered</u>	<u>\$61,827</u>

Project Description:

In the third year of the grant program, the City allocated \$61,827 to program administration. This represented 7.3% of the grant entitlement. During the same period, the Los Angeles County average was 19% and the national average was 14.4%.

PERFORMANCE ASSESSMENT QUESTIONNAIRE

The project adequately reflected the actual needs of the community.	Agree	1	2	3	4	5	Disagree
The project has clearly improved the overall condition of the community.	Agree	1	2	3	4	5	Disagree
The project has met the community development objectives set forth in the application.	Agree	1	2	3	4	5	Disagree
The project appears to have been well managed.	Agree	1	2	3	4	5	Disagree

In what ways did this project achieve, or fail to achieve, its specific objectives? _____

Comments: _____

Project: Program Administration (second year of a continuing project)

	PERCENT* OF THOSE RESPONDING WHO						
	<u>STRONGLY AGREE</u>	<u>AGREE</u>	<u>(Total)</u>	<u>ARE NEUTRAL</u>	<u>DISAGREE</u>	<u>STRONGLY DISAGREE</u>	<u>(Total)</u>
The project adequately reflected the actual needs of the community.	21%	39%	60%	29%	0%	11%	11%
The project has clearly improved the overall condition of the community.	25%	36%	61%	29%	0%	11%	11%
The project has met the community development objectives set forth in the application.	29%	25%	54%	32%	0%	14%	14%
The project appears to have been well managed.	39%	21%	60%	25%	0%	14%	14%

Comments:

Appendices

Extract from the official minutes of a meeting of the Lakewood City Council, October 24, 1978

Performance Assessment of Community Development Block Grant, Years 1, 2, 3.

The City Administrator summarized the subject staff report. He noted that the City's performance in carrying out its Community Development objectives, as indicated in applications for federal Community Development Block Grant funding, was assessed by the Lakewood Housing and Community Development Advisory Committee. A report compiling the replies by the Committee and interested Lakewood residents was also distributed.

Mayor Van Nostran opened the hearing and asked if anyone wished to be heard.

Ms. Christine Shingleton, Chairperson, Housing and Community Development Advisory Committee, commended the staff in their efforts in preparing the subject Performance Assessment Report, and the consistent involvement on the part of the Committee.

Ms. Shingleton stated that the application process would begin in November and finalized applications regarding the City's fifth year application would be presented in March, 1979. The Committee had analyzed and assessed each Block Grant Program for the last three years. The Performance Assessment Report allows easy assessment of past Community Development projects in perspective and serves as a strong basis for moving towards a substantially improved Block Grant Program.

Ms. Shingleton outlined those projects that appeared to be the most highly received by the community and Committee members as enumerated in the Performance Assessment Report.

The City Council recognized the Committee members in attendance and expressed appreciation to them for their efforts in serving on the Committee.

Hearing no others wishing to address the Council, Council Member Rynerson moved to close the public hearing. Council Member Zeltner seconded the motion.

The motion was carried by the following roll-call vote:

AYE: Council Members Branstine, DeBaun, Rynerson, Van Nostran, Zeltner
NAY: None

Mayor Van Nostran moved to certify the subject report, including incorporation of the public testimony, as the City's Performance Assessment Report, and authorize the staff to file it with the Department of Housing & Urban Development. Council Member Rynerson seconded the motion.

The motion was carried by the following roll-call vote:

AYE: Council Members Branstine, DeBaun, Rynerson, Van Nostran, Zeltner
NAY: None

ATTEST:

Wanda E. Andersen
Wanda Andersen
(City Clerk)



PERFORMANCE ASSESSMENT (Short Form)

INSTRUCTIONS Each of the community development projects undertaken by the City with funds from the Department of Housing and Urban Development is indicated below. After each title there are four evaluation statements.

If you STRONGLY AGREE with the statement, circle number 1. If you STRONGLY DISAGREE, circle number 5. If you SLIGHTLY AGREE, circle number 2. If you SLIGHTLY DISAGREE, circle number 4. If you are NEUTRAL, circle number 3.

Title	The project adequately reflected the actual needs of the community.					The project clearly improved the overall condition of the community.					The project met the objectives set for it.					The project appears to have been well managed.				
First Year Projects																				
1. Community Analysis Program	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
2. Staffing	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
3. Sidewalk Repair	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
4. Water Main Analysis and Replacement	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
5. Lakewood Elementary School Park	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Second Year Projects																				
6. Sidewalk Repair	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
7. Mayfair Park Pool Renovation	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
8. Rehabilitation Loan Program	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
9. Program Administration	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Third Year Projects																				
10. Rehabilitation Loan Program	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
11. Street Resurfacing and Reconstruction	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
12. Community Gardens	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
13. Palms Park Activity Building	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
14. Neighborhood Improvement Program	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
15. Architectural Barriers Removal	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
16. Sewer Reconstruction	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
17. Program Administration	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5

If you would like to learn more about the work of the Lakewood Housing and Community Development Advisory Committee or if you would like to receive an invitation to join the committee, please fill out this form.

Name _____

Address _____

Telephone (Home) _____ **(Work)** _____

- I would like more information about the committee. I would also like to be put on the committee's mailing list.
- I would like to join the committee.

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